

CHAPTER 25I

DIRECTORATE OF COMBAT DEVELOPMENTS

Section I. RESPONSIBILITIES

25I-1. Manages all USAARMC actions encompassed by the force development (FD)/combat developments (CD) process for which the USAARMC is proponent or has a combined arms interest. Provides coordination and integration with training developments, doctrine, personnel, logistics, and other related actions as they relate to concepts, organization, and equipment. Provide concepts Force Designs, and equipment that responds to our operational commanders in the field.

Section II. FUNCTIONS

25I-2. DIRECTOR OF COMBAT DEVELOPMENTS(DCD). a. Serves as program manager for actions encompassed by the FD/CD process for which the Armor school is proponent.

b. Ensures necessary and effective interface, handoff, and integration with school training, training development, evaluation programs, and other related actions.

c. Routinely conducts validation of products and processes for which it is the proponent.

d. Conducts evaluations throughout the life cycle of materiel, organization, logistics, operational concepts, and testing to ensure design goals are achieved.

e. Prepares, updates, and monitors AMM, AMIM, and Branch Plan.

f. Ensures coordination of projects and projected workloads with HQ TRADOC, TRADOC Integrating Centers, and other service schools, agencies, MACOMs, etc., involved in joint efforts.

g. Manages necessary and effective interface of the output FD/CD process with DTAFR programs.

h. Acts as single point of contact (POC) for rationalization, standardization, and interoperability (RSI) to include those responsibilities and functions specified in TRADOC Suppl 1 to AR 34-1.

i. Plans, budgets, organizes, and functions to provide post deployment software support for proponent-assigned battlefield automated systems, in accordance with TRADOC Reg 71-2.

j. Participates in USAARMS Battalion Training Team (BTT) Unit Visitation Program.

k. Acts as the POC for force integration, force modernization, and Functional Area Assessment (FAA) matters.

25I-3. ADMINISTRATION OFFICE. a. Serves as support office for DCD in the areas of operations, administration, security, budget, and manpower resourcing.

b. Conducts periodic reviews of budget to ensure it is within acceptable limits of expended versus programmed resources.

c. Conducts a periodic review and analysis of CD activities using data recorded in the CD Module (both projected requirements and actual expenditures).

d. Serves as coordinator and action agency for status of CD programs and directorate operations.

e. Recommends changes in priorities of CD projects and prepares annex B (CD Workload) to the installation contract.

f. Monitors civilian contracts in support of USAARMS CD actions.

g. Manages computer operations and programs to support CD actions.

h. Manages the total security program of CD.

25I-4. PROGRAM EVALUATION AND ANALYSIS OFFICE. a. Serves as coordinator and action agency for status of CD programs and directorate operations/evaluation.

b. Develops and recommends courses of action and policy relative to Armor Force Modernization by providing the accountability of Armor Force program funding and Armor Force units/spaces.

c. Acts as the directorate POC for force integration, force modernization, and Force Integration Analysis (FIA) matters.

d. Conducts and coordinates directorate long-range planning and assists materiel developer in development of parallel long-range planning.

e. Manages and coordinates the Materiel Change Management (MCM) System and its associated data base Materiel Change Information System (MCIS) for all proponent systems.

f. Acts as POC for all actions affecting Armor Force Structure worldwide.

- g. Reviews/analyzes all parts of the PPBES as it affects the Armor Force.
- h. Acts as the USAARMS POC for preparation, update, and management of all products and processes relating to the Concept Based Requirements System (CBRS).
- i. Manages USAARMS efforts in preparation of the TRADOC Army Modernization Memorandum (AMM) and the AMC/TRADOC Mission Area Materiel Plan.
- j. Prepares and coordinates the Armor Proponent input to the AMC Materiel for Winning publication in support of the MAMP and PPBES process.
- k. Manages and updates Combat Developments materiel program's data Base (MADAM).
- l. Serves as the directorate POC for the Installation Long-Range Planning.
- m. Prepares, updates and monitors Mission Area Development Plan.

25I-5. OFFICE OF RATIONALIZATION, STANDARDIZATION, AND INTEROPERABILITY (RSI).

- a. Serves as a single POC and SME for the USAARMC on all international standardization actions for which the U.S. Army Armor Center and School have action and/or interest, particularly NATO (Panel II), Quadripartite (Armor), and the Bilateral Programs with the United Kingdom and Germany.
- b. Acts as POC between Industry, TRADOC, Materiel Command, and DA staff elements concerned with international standardization.
- c. Supervises projects for the formulation, negotiation, and execution of international bilateral or multilateral agreements for cooperative research, development, and standardization of weapons/materiel systems and related technologies.
- d. Maintains Library of International Standardization Agreements for NATO (STANAGs) and ABCA (QSTAGs).

25I-6. TEST AND EVALUATION DIVISION. a. Supervises and plans functions for the Force Development Test Branch and Operational Test Branch.

- b. Provides USAARMC POC for activities relating to Department of the Army's Five Year Test Plan (FYTP) and interfaces with the TRADOC test community on matters of concern to the Close Combat Heavy Maneuver Force in accordance with AR 71-3 (User Testing), TRADOC Reg 71-9 (User Test and Evaluation), and TRADOC Pam 71-13 (Independent Evaluation, Methodology, and Procedures).

c. Assists USAARMS proponent directorates, agencies and activities in developing test and evaluation strategies and operational issues and criteria for doctrine organization, training and materiel concepts, and systems to be evaluated in Concept Evaluations, Force Development Test and Experimentation (FDT&E), Early User Test and Experimentation (EUT&E), Initial Operational Test and Evaluation (IOT&E), or Follow-On Operational Test and Evaluation (FOT&E).

25I-7. FORCE DEVELOPMENT TEST BRANCH. a. Exercises responsibility for USAARMS participation in user testing program in accordance with TRADOC Reg 71-9.

b. When the USAARMS is the TRADOC proponent, takes action or assists other elements of the USAARMS to:

- (1) Develop operational issues and associated criteria.
- (2) Prepare CD resume sheet for Concept Evaluation Program (CEP) tests and assist tester in preparation of Outline Test Plans (OTP) for FDTE and User Tests (UT).
- (3) Coordinates preparation of the Test Support Package (TSP).
- (4) Prepare designated portions of the Test and Evaluation Plan (TEP). Participate with test organizations in the preparation of the overall TEP.
- (5) Review and comment on test plans prepared by the test activity, monitor test execution, review test report, and conduct/coordinate the detailed analysis of test results for submission to TRADOC, prepare the evaluation report, and coordinate USAARMC position on test results.
- (6) Coordinate preparation of Test Evaluation Master Plan (TEMP) for equipment oriented programs.
- (7) Assist in determining requirements and developing proposals for proponent FDT&E. Provide assistance to USAARMC proponent agencies on proposals affecting the Close Combat Heavy community.
- (8) Provide USAARMC POC for activities relating to the Five Year Test Plan (FYTP) and interfaces with the TRADOC test community and OPTEC for test proponents. Coordinate and prepare input to the Test Schedule and Review Committee (TSARC).
- (9) Provide and/or coordinate USAARMS participation in Test Integration Working Groups (TIWG).
- (10) Coordinate review of test and evaluation plans and reports prepared by other activities.

c. When the USAARMS is not designated proponent for a user test, provides input to the designated proponent to assist in accomplishment of the functions outlined above.

25I-8. OPERATIONAL TEST BRANCH. a. Exercises responsibility for USAARMS participation in user testing program in accordance with TRADOC Reg 71-9.

b. When the USAARMS is designated as the TRADOC user test proponent, takes action or assists other elements of the USAARMS to:

- (1) Develop operational issues and associated criteria.
- (2) Prepare resume sheet for CEP tests and assist the test activity in preparation of OTP for EUT&E, IOT&E, and FOT&E. Coordinate preparation of TSP.
- (3) Prepare designated portions of the TEP and participate with test organizations in preparation of the overall TEP.
- (4) Monitor test execution; ensure test report is reviewed by appropriate USAARMC agencies as it affects proponent doctrine, equipment, and organizations; prepare, assist, or coordinate the independent evaluation. Conduct/coordinate the detailed analysis of test reports as they affect organizations and equipment in assigned areas of proponentcy. Prepare CD Independent Evaluation and Coordinate USAARMS position on test results.
- (5) Coordinate CD input to the TEMP.
- (6) Assist in determining requirements and developing proposals for Operational Testing (OT). Provide assistance to USAARMC proponent (DOTD) for training device and training effectiveness tests. Interface with appropriate USAARMS activities in development of testing proposals affecting the Close Combat (Heavy) community.
- (7) Provide USAARMC POC for activities relating to the FYTP and interface with the TRADOC and OTECOM test and evaluation community. Coordinate and prepare input to the DA FYTP.
- (8) Provide and/or coordinate USAARMC participation at TIWG.
- (9) Coordinate review of test and evaluation plans prepared by other activities.

c. When the USAARMS is not designated proponent for a user test, provide input, as directed by HQ TRADOC, to the designated proponent to assist in accomplishment of the functions outlined above.

25I-9. CONCEPTS AND ANALYSIS DIVISION. a. Supervises and plans functions for the ORSA Branch, Concepts and Scenarios Branch, and Close Combat Test Bed Branch.

b. Serves as USAARMC POC for CD study functions relating to proponent conceptual studies and analyses, operational and cost effectiveness, special studies, and manual and computer wargame simulation.

c. Acts as USAARMC POC for the development of operational concept for Armor proponent doctrine, organizations, and equipment.

d. Develops, reviews, and manages Maneuver (Armor) Battlefield Armor functional mission area.

e. Acts as the proponent office for the preparation/update of the Maneuver (Armor) Battlefield Functional Mission Area Concept. Assist in the development of the Army Modernization Memorandums phase of the Concepts Based Requirements System.

f. Acts as the proponent office for the preparation, update, and management of the TRADOC Battlefield Development Plan.

g. Acts as the USAARMC action agency for the development of the TRADOC Standard Scenarios.

h. Conducts Cost and Operational Effectiveness Analysis (COEA) and other studies relating to armor materiel.

i. Assists in the development of concepts for the operational use of new developmental equipment used by proponent and nonproponent units.

j. Acts as the proponent office for input and management of the TRADOC and DA annual study programs per AR 5-5.

25I-10. OPERATIONAL RESEARCH/SYSTEMS ANALYSIS (ORSA) BRANCH. a. Conducts conceptual, doctrinal, training, organizational, and logistics studies as part of AR 5-5 (Study Program); conducts Cost and Operational Effectiveness Analysis (COEA); assists TRADOC in conducting COEA in support of the materiel acquisition process; and conducts Branch Planning Analysis (BPA) in support of Concept Based Requirements System.

b. Conducts analyses which support Required Operational Capabilities (ROC).

c. Uses, as part of the study effort, analytical tools, and techniques such as models, war games, and simulations.

d. Monitors studies being conducted by the schools/centers/agencies or under contract.

e. Manages the Study Program (AR 5-5), for USAARMC.

f. Plans and conducts studies relative to mid-range problems and assists in the conduct of long-range studies involving armored force materiel issues.

g. Plans and conducts studies relative to mid-range problems and assists in the conduct of long-range studies involving armored force materiel issues.

h. Reviews conceptual studies and analyses, tactical applications, and doctrine prepared by other USAARMC directorates and other centers/schools which impact on the armored force.

i. Develops, assists in development, and validates methodologies to be used for cost and effectiveness or similar types analyses utilizing basic ORSA techniques, manual war gaming, or computer simulations.

j. Reviews Army models, associated input, and latest revisions which are used to evaluate armored forces-related materiel development, operational concepts, and requirements.

k. Manages and updates proponent input to the TRADOC Battlefield Development Plan.

l. Acts as the USAARMC POC for Branch Planning Analysis, and proponent for Branch Planning Analyses - Maneuver (Armor).

25I-11. CONCEPT AND SCENARIOS. a. Develops armor proponent operational concepts for organizations and equipment.

b. Provides interface concerning concept development leading to and including approved operational concepts for armor proponent operational and organizational plans.

c. Provides input and reviews joint and Army doctrine for employment of proponent units in joint, combined, and special operations.

d. Develops Maneuver (Armor) Battlefield Functional Mission Area concepts and provides armor functional area input to other TRADOC mission areas in support of the Concepts Based Requirement System.

e. Develops mission profiles and operational mode summaries for combat development activities.

f. Assists in the development of training literature, films, devices, and other training material.

g. Maintains scenario files for wargaming, and proposed organizational or equipment changes in force structure.

h. Reviews proponent training development actions to ensure compatibility with operational concepts, emerging doctrine, organizations, training, and materiel.

i. Reviews and plans scenario and proposed war game plans prepared by other schools and centers where proponent matters are concerned.

j. Conducts force-level war games to evaluate units, identify deficiencies and capabilities, and recommends solutions.

k. Acts as USAARMC POC for proponent Equipment Usage Profiles in support of Combat Service Support activities.

25I-12. CLOSE COMBAT TEST BED (CCTB) BRANCH. a. Conducts exercises to support USAARMS combat and training development activities.

b. Acts as Assistant TOR for CCTB.

c. Supervises day-to-day site operations of CCTB.

d. Prioritizes and schedules USAARMS directed CCTB exercises.

e. Coordinates with Director, Combined Arms Test Bed for conduct of outside exercises and hardware and software system upgrades.

f. Supervises conduct of all exercises in CCTB; coordinates across USAARMS for testers, trainers, evaluators and personnel and support requirements.

25I-13. THREAT DIVISION. a. Coordinates all Threat activities and requirements at USAARMC in accordance with Army, TRADOC, and Fort Knox regulations.

b. Is the primary representative of Commander, USAARMC, in area of Threat.

c. Acts as USAARMC POC with the National Intelligence Community through CAC and TRADOC and provides recurring classified Threat instruction to AOAC and Armor Precommand Course.

d. Monitors all USAARMC requests for Threat data and intelligence products and coordinates the preparation of the USAARMC Statement of Intelligence Interest and Recurring Documents listing.

e. Reviews, monitors, inspects, and provides technical support for Threat classes presented by other post agencies.

f. Maintains classified and unclassified library on current and projected Threat forces organization, training, doctrine of employment, and materiel items of interest to the Armor School and Center.

g. Provides input to COEA, STARS, and provides Threat input to all Armor/Cavalry-related design, acquisition, and operational testing plans.

h. Provides red wargamers and coordinates the writing of the Threat portion of scenarios for the conduct of DCD and TRADOC wargaming exercises.

25I-14. MANEUVER DIVISION. a. Supervises and plans functions for the Tank Branch, Cavalry Systems Branch, Technology Developments Branch, and Command, Control, Communications, and Computers Branch.

b. Serves as TRADOC POC for proponent materiel systems not assigned a TRADOC System Manager (TSM) and exercises responsibility for total system management for these systems.

c. Prepares, coordinates, and forwards combat materiel acquisition requirements documents to HQ TRADOC for approval and publication.

d. Reviews proponent materiel-type classification actions.

e. Reviews materiel requirements documents when such documents relate to assigned areas of proponency.

f. Determines items of materiel required to implement force development objectives and support proponent concepts of operations, organization, and doctrine.

g. Provides information on proponent-related fielded materiel items.

h. Analyzes ancillary implications of new proponent equipment to permit early incorporation into doctrinal, organizational, logistical, and training concepts.

i. Reviews results of test reports and evaluations of operational tests for impact on materiel items.

j. Develops issues and criteria to support proponent testing.

k. Monitors combat and materiel development actions to ensure consideration of technological forecasts and related materiel plans and programs.

l. Provides input and assistance to DOTD for actions pertaining to New Equipment Training (NET).

m. Provides input and assistance to DOTD for preparation of Advance Training Plans for new materiel systems.

25I-15. TANK BRANCH. a. Develops Army materiel requirements and materiel documentation actions.

b. Evaluates proponent materiel systems throughout their life cycle.

c. In coordination with external agencies, develops requirements documents; i.e., Required Operational Capability (ROC) and Justification Major System, New Start (JMSNS) for tank systems.

d. Prepares, coordinates, and forwards materiel acquisition requirements documents to HQ TRADOC for approval and publication.

e. Assists in the development of tactics, techniques, logistics, personnel, organizations, and training requirements for integration into new materiel systems.

f. Serves as the USAARMS representative at technical committee meetings and in process reviews during the materiel acquisition process for materiel systems within assigned area of responsibility.

g. Participates in studies, COEA, and similar technological actions relating to materiel requirements undertaken by other elements.

h. Assists DOTD and other agencies in the development of systems-oriented training device programs.

i. Develops and coordinates user input to PEA, DCD for proponent relevant product improvement programs.

j. Maintains active liaison with Army laboratories and defense contractors regarding requirements, operations, and organization plans and acquisition milestone planning associated with the introduction of either developmental or NDI hardware.

25I-16. CAVALRY SYSTEMS BRANCH. a. Develops Army materiel requirements and materiel documentation actions of the Cavalry and Scout units.

b. Evaluates proponent materiel systems throughout their life cycle.

c. In coordination with external agencies, develops requirements documents; e.g., ROC, LOA, and MNS.

d. Prepares, coordinates, and forwards materiel requirements documents to HQ TRADOC for approval and publication.

e. Assists in the development of tactics, techniques, logistics, personnel, organizations, and training requirements for integration into new materiel systems.

f. Serves as the USAARMS representative at technical committee meetings and in-process reviews during the materiel acquisition process for materiel systems within assigned area of proponentcy.

g. Participates in studies, COEA, and similar technological actions relating to materiel requirements undertaken by other elements.

h. Assists in the development of systems-oriented training device programs.

i. Monitor and review current and projected threat forces organization, doctrine of employment, and materiel developments.

j. Develops and coordinates user input to proponent relevant materiel changes.

k. Maintains active liaison with Army laboratories and defense contractors regarding requirements, operations, and organizational plans and acquisition milestone planning associated with the introduction of either developmental or nondevelopmental item hardware.

l. Reviews, evaluates, and comments on requirement documents, reports, and associated materiel actions generated by other Army agencies/organizations.

25I-17. TECHNOLOGY DEVELOPMENTS BRANCH. a. Conducts active laboratory interface with AMC/DOD laboratories pertaining to proponent relevant research and development technologies (which include emerging technologies).

b. Provides information on and overwatches proponent related developmental items and industrial "state of the art" technology.

c. Assists in establishing RDT&E and RDA priorities.

d. Writes requirements documents (incorporating emerging technologies) for proponent systems.

e. Evaluates/reviews nonproponent requirements documents for applicability to the Armor/Cavalry Force.

f. Provides USAARMS representation to AMC, TRADOC, and other centers on technology development related actions.

g. Provides user interface with industry for the military application of current and evolving commercial technologies.

25I-18. COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS (C4) BRANCH.

a. Develops Army materiel requirements and materiel documentation requirements for all Armor/Cavalry command, control, communications, and computers.

b. Monitor/evaluate proponent materiel systems throughout their lifetime.

c. Monitor proponent-related developmental items and industrial "state of the art."

25I-19. SUPPORT DIVISION. a. Supervises and plans functions for the Materiel Branch and the Logistics Branch.

b. Serves as TRADOC POC for proponent materiel systems not assigned a TRADOC System Manager (TSM) and exercises responsibility for total system management for these systems.

c. Prepares, coordinates, and forwards materiel acquisition requirements documents to HQ TRADOC for approval and publication.

d. Reviews proponent materiel-type classification actions.

e. Reviews materiel requirements documents when such documents relate to assigned areas of proponentcy.

f. Determines items of materiel required to implement force development objectives and support proponent concepts of operations, organizations, and doctrine.

g. Provides information on proponent-related fielded materiel items.

h. Analyzes ancillary implications of new proponent equipment to permit early incorporation into doctrinal, organizational, logicity, and training concepts.

i. Reviews results of test reports and evaluations of operational tests for impact on materiel items.

j. Develops issues and criteria to support proponent testing.

k. Monitors combat and materiel development actions to ensure consideration of human engineering; nuclear, biological, and chemical (NBC), and nuclear survivability; health hazards, safety and security considerations; technological forecasts, and related materiel plans and programs.

l. Provides input and assistance to DOTD for actions pertaining to new equipment training (NET).

m. Provides input and assistance to DOTD for preparation of Advance Training Plans for new materiel systems and is the prime link between training and combat developments.

n. Conducts long-range planning and assists materiel developer in development of long-range plans.

o. Prepares, coordinates, and reviews international standardization agreements within assigned area of proponentcy.

p. Assists in the development of proponent doctrinal and organizational concepts for international standardization actions and participates in international standardization meetings as required.

q. Plans, coordinates, and executes the Operation and Support Costs Reduction Program for all Armor proponent materiel systems (Combat, Combat Support, Combat Service Support, Training Aids/Devices, and Materiel Change Management).

r. Plans, coordinates, and executes the combat developer Manpower and Personnel Integration (MANPRINT) program for all Armor proponent materiel systems (Combat, Combat Support, Combat Service Support, Training Aids/Devices, and Materiel Change Management).

s. Plans, coordinates, and executes the system safety program for all Armor proponent materiel systems (Combat, Combat Support, Combat Service Support, Training Aids/Devices, and Materiel Change Management).

t. Plans, coordinates, and responsible to the Commandant for the hardware performance standards established through the combat developer reliability, availability, and maintainability engineering analysis, documentation, and testing processes for all Armor proponent materiel systems (Combat, Combat Support, Combat Service Support, Training Aids/Devices, and Materiel Change Management).

25I-20. MATERIEL BRANCH. a. Develops Army materiel requirements and materiel documentation actions associated with combat support and combat service support of Armor and Cavalry units and soldiers.

b. Evaluates proponent materiel systems throughout their life cycle.

c. In coordination with external agencies, develops requirements documents, e.g., ROC, LOA, JMSNS, and SN-CIE.

d. Prepares, coordinates, and forwards materiel acquisition requirements documents to HQ TRADOC for approval and publication.

e. Assists in the development of tactics, techniques, logistics, personnel, organizations, and training requirements for integration into new materiel systems.

f. Serves as the USAARMS representative at technical committee meetings and in-process reviews during the materiel acquisition process for materiel systems within assigned area of proponency.

g. Prepares, coordinates, and reviews international standardization agreements within assigned areas of proponency.

h. Assists in the development of systems-oriented training device programs.

i. Participates in studies, COEA, and similar technological actions relating to materiel requirements undertaken by other elements.

j. Assists in the development of systems-oriented training device programs.

k. Coordinates system transportability with TEA, MIMC.

l. Develops and coordinates user input to proponent relevant PIP.

m. Maintains active liaison with Army laboratories and defense contractors regarding requirements, operations, and organizational plans and acquisition milestone planning associated with the introduction of either developmental or nondevelopmental item hardware.

n. Provides information to the TRADOC Program Analysis Resource Review on assigned systems, and participates in the alignment of the Army Long Range Research and Development Acquisition Plan to ensure Armor interests are funded within the Materiel Acquisition Management Plan process.

25I-21. LOGISTICS BRANCH. a. Plans, coordinates, and evaluates logistics requirements associated with new equipment or component development as it pertains to proponent organization.

b. Serves as the TRADOC Integrated Logistics Support (ILS) program planner and POC for all proponent materiel systems (Combat, Combat Support, Combat Service Support, Training Aids/Devices, and Materiel Change Management) and ensures that ILS elements are considered in the development of materiel systems requirements and design. For proponent materiel systems assigned a TSM, assists TSM in his mission of monitoring ILS developments.

c. Assesses all Armor related developmental programs (Combat, Combat Support, Combat Service Support, Training Aids/Devices, and Materiel Change Management) and is responsible to the Commandant for hardware performance standards established through the combat developer reliability, availability, and maintainability engineering analysis, documentation, and testing processes.

d. Performs combat developer system safety engineering (SSE) functions for proponent materiel systems. Provides U.S. Army Armor School representation to System Safety Work Groups for proponent materiel systems.

e. Provides system safety statistical data and analyses on fielded proponent materiel systems to the Commandant and to the DTAFR for dissemination to Armor field units.

f. Provides safety engineering expertise on Armor proponent systems to U.S. Army Safety Center Class A Accident Investigation Teams.

g. Ensures that combat developer Manpower and Personnel Integration (MANPRINT) functions are an integral part of system design, development and acquisition for all proponent materiel systems (Combat, Combat Support, Combat Service Support, Training Aids/Devices, and Materiel Change Management).

h. Serves as DCD coordination point for training developments requirements for proponent materiel systems in acquisition process. Is the prime link between training and combat developments.

i. Serves as the U.S. Army Armor School coordinator and central POC for the HQ DA Supply and Maintenance Assessment and Review Team (SMART) Program.

j. Serves as the U.S. Army Armor School coordinator and central POC for the HQ DA Operating and Support Costs Reduction Program.

k. Reviews materiel acquisition documentation for Armor proponent systems to ensure proper consideration of ILS, MANPRINT, RAM, System Safety, and O&S Cost Reduction.

l. Serves as school representative at technical committee meetings and in-process reviews on ILS, RAM, MANPRINT, System Safety, and O&S Cost Reduction during the materiel acquisition process for proponent materiel systems.

m. Participates in studies, costs and operational effectiveness analyses, and similar technological actions relating to materiel requirements undertaken by other elements.

n. Assists in the development and/or review of training literature, films, devices, and other training materiel.

o. Serves as the U.S. Army Armor School coordinator and central POC for Sets, Kits, and Outfits relating to Armor proponent materiel.

p. Serves as the U.S. Army Armor School coordinator and central POC for Test, Measurement, and Diagnostic Equipment relating to Armor proponent materiel.

q. Serves as the U.S. Army Armor School coordinator and central POC for the U.S. Army Materiel Command Field Assistance in Science and Technology program.

25I-22. ORGANIZATION AND PERSONNEL DIVISION. Supervises and plans functions for the Documentation Branch, Force Integration Branch, and Force Design Branch. Maintains continuous coordination with the Armor training community.

25I-23. DOCUMENTATION BRANCH. a. Develops AURS. Develops, reviews, revises, and prepares new Tables of Organization (TOE) for Armor proponent units from AURS and developmental TOEs. Coordinates and staffs results throughout TRADOC and DA to gain acceptance/approval.

b. Reviews and updates existing DA-approved Armor proponent TOEs in coordination with HQ TRADOC, U.S. Army Combined Arms Combat Development Activity, and HQ DA.

c. Represents the USAARMS at TRADOC TOE review boards. Provides USAARMC SME for special study groups and workshops on the documentation of TOEs for Armor proponent units.

d. Collaborates with the Force Design Branch in planning the organization and TOE of Armor units and area of interest aspects of other non-Armor units and organizations.

e. Reviews and applies Manpower Requirements Criteria (MARC) Studies applicable to MOSS in Armor TOE.

f. Provides combat developer, trainer, and user input pertaining to Qualitative and Quantitative Personnel Requirement Information (QQPRI) in coordination with other USAARMS directorates/departments. Coordinates with other interested schools and consolidates combat developer, trainer, and user input to QQPRI.

g. Maintains liaison with HQ DA Force Integration Staff Officers (FISO), TRADOC System Staff Officer (TRASSO), TSM, and Army Materiel Command Projects to ensure that Basis of Issue Plans (BOIP) and QQPRI are complete and accurate.

h. Represents the USAARMS on TRADOC BOIP/QQPRI review boards and at MACOM and DA conference/briefings on proponent organizations documentation matters. Reviews and provides comments/recommendations on MACOM requested changes to TOEs.

i. Creates and periodically updates BOIP for new items of equipment for which the USAARMS has combat development responsibility. Coordinates the BOIP action with appropriate TRADOC centers/schools for development of the TOE requirements in the BOIP. Provides area of interest input to nonproponent BOIPs pertaining to new equipment requirements and updates periodically.

j. Provides support to the Concepts and Studies Division by documenting personnel and equipment to the paragraph/line number level of detail and entering this data into the automated TOE file.

k. Provides input to the Force Integration Branch on documentation of personnel and equipment for the Armor FAA and Organizational Assessments.

25I-24. FORCE INTEGRATION BRANCH. a. Exercises primary staff responsibility for the coordination of force modernization efforts for Armor organizations, personnel, doctrine, training, and material. In the capacity, serves as the Commandant's focal point for managing worldwide Armor force modernization/integration from both a horizontal and vertical perspective.

b. Develops and recommends courses of action and policy relative to total Armor force modernization/integration.

c. Manages and coordinates Armor FAA and hosts periodic meetings/briefings and conferences for the purpose of assessing the status of the Force Modernization Program to ensure that the program progresses in a logical and supportable sequence. Staffs resultant issues/problems with responsible agencies and monitors progress toward resolution.

d. Maintains, monitors, and analyzes the FAA data base to facilitate management and synchronization of force modernization/integration from the organizational perspective throughout the Program Objective Memorandum (POM) years.

e. Reviews fielding schedules for Armor materiel systems on a continuing basis to identify and elevate potential problems to the appropriate agency for resolution.

f. Reviews, maintains, coordinates input, and serves as the USAARMC/USAARMS POC and action office for the Force Modernization Master Plan (FMMP) and Army Modernization Information Memorandum (AMIM). Maintains Materiel Distribution Plans pertinent to the Armor Force.

g. Represents the USAARMC at Armor Force Integration Forums and meetings worldwide. Provides a representative to the Installation POC Force Modernization Committee.

h. Conducts visits to Armor units to independently assess progress/problems related to force modernization/integration and to ensure adequate liaison between force modernization planners and field units.

i. Represents USAARMC in Total Army Analysis. Provides representative at the General Officer Steering Committee and Force Structure Reviews. Inputs issues and tracks them as they are prioritized and from which force structure decisions are made for the Armor/Cavalry force.

25I-25. FORCE DESIGN BRANCH. a. Represents the USAARMS in the area of force design.

b. Designs, develops, reviews, revises, and processes new or revised unit organizational structures, including personnel and major equipment item requirements, for proponent Armor units and Armor units with organizations of

other Army branches, at the URS level of detail. Coordinates and staffs results throughout the Army to gain acceptance/approval.

c. Provides input to the Force Integration Branch pertaining to short-term assessment/studies of proponent Armor organizations. Assists in the conduct of long-term conceptual and derivative organizational studies.

d. Collaborates with the Documentation Branch in the preparation of automated URS documentation for establishment of new or draft plan TOEs for Armor areas of proponentcy, based on URS data. Participates in internal/external TOE review board actions.

e. Provides USAARMS SME representation to special study groups and work groups within the TRADOC/FORSCOM and other MACOMs for Armor organizational structures and design.

f. Serves as the Organization and Personnel Division interface point between the Concepts and Studies Division and staff directorate to ensure force design meets conceptual and tactical objectives.

g. Provides organizational expertise for conduct of the Armor MAA.

12TH CAVALRY REGIMENT



25J-1

CHAPTER 25J

12TH CAVALRY REGIMENT

Section I. RESPONSIBILITIES

25J-1. To provide command and control, to include administrative and logistical support, to all military personnel assigned or attached to the U.S. Army Armor School (USAARMS) and U.S. Army Armor Center (USAARMC) staff; to provide equipment and personnel to the USAARMS in support of Armor leader training; conduct New Equipment Training (NET); responsible for overall coordination of Third Class Combined Arms Training (TOCAT); and to instruct officer and noncommissioned officer Armor leaders as scout and tank commanders. Acts as the Headquarters Commandant for the USAARMC (see paragraph 25J-22 and page 25K-1).

Section II. FUNCTIONS

25J-2. COMMAND GROUP. a. Provides all functions of command for the 12th Cavalry Regiment.

b. Advises the Commandant and Assistant Commandant, USAARMS; USAARMC Chief of Staff and directorate staff; and instructional departments, USAARMS, on matters pertaining to the regiment mission.

c. Acts as the Headquarters Commandant for the USAARMC.

d. Is the Special Court-Martial convening authority for USAARMC.

e. Coordinates and supervises the actions of the regiment staff to ensure that orders and instructions are thoroughly understood and properly executed.

f. Ensures the conduct of all boards, command reviews, and inspections as directed or required by regulation.

g. Advises the staff offices, directorates, and departments on matters pertaining to training, Individual Training Evaluation Program (ITEP), Officers Professional Development (OPD), Noncommissioned Officers Development Program (NCOOP), musters, and any other requirement affecting assigned personnel.

h. Supervises the conduct of the Regiment Command Inspection Program (RCIP).

i. Performs School Secretary functions for USAARMS.

25J-3. S1/ADJUTANT. a. Advises the commander and staff on administrative matters and provides administrative services. Inspects, assists, and monitors

administrative services for the 1st, 2d, 5th, and 6th Squadrons, 12th Cavalry, and the 113th U.S. Army Band. Assists the U.S. Army Support Detachment, Columbus, Ohio.

b. Coordinates and processes personnel actions between USAARMC and subordinate units. Assists, monitors, and inspects the 1st, 2d, 5th, and 6th Squadrons, 12th Cavalry, and 113th U.S. Army Band. Assists and monitors the U.S. Army Support Detachment.

c. Administers the regiment safety and OSHA programs.

d. Processes recommendations for awards and decorations.

e. Maintains regiment duty and detail rosters.

f. Supervises and administers the reenlistment program. Assists, monitors, and inspects the 1st, 2d, 5th, and 6th Squadrons, and 12th Cavalry; manages, assists, monitors, and inspects the 113th U.S. Army Band. Assists and monitors the U.S. Army Information Systems Command (USAISC) in accordance with support agreements.

g. Manages and assigns enlisted personnel to the regiment and USAARMS/USAARMC.

h. Processes and coordinates nonjudicial and judicial proceedings. Manages the legal services for the 113th U.S. Army Band. Assists, monitors, and inspects the 1st, 2d, 5th, and 6th Squadrons, 12th Cavalry, and assists and monitors the U.S. Army Support Detachment, Columbus, Ohio, and NCO Academy. Processes and coordinates nonjudicial proceedings for MEDDAC and DENIAC; U.S. Army Support Detachment; U.S. Army Research Institute Field Unit; USA Second Region, USA ROTC Cadet Command; Special Security Detachment; USAISC; and 5th Weather Detachment.

i. Processes and coordinates administrative board elimination actions.

j. Coordinates and monitors the Equal Opportunity (EO) Program. Manages, assists, monitors, and inspects the 113th U.S. Army Band. Assists, monitors, and inspects the 1st, 2d, 5th, and 6th Squadrons, 12th Cavalry. Assists USAISC in accordance with support agreements.

k. Coordinates, monitors, assists, and inspects the Alcohol and Drug Abuse Program.

l. Supervises the accounting and distribution of Morale Support Fund monies.

m. Executes staff supervision and coordinates administrative details.

n. Conducts personnel administration inspections of all assigned and attached units as an integral member of the Regiment Command Inspection Team (RCIT).

o. Compiles data for and submits overweight reports.

p. Supervises automated data processing (ADP) in areas of system operation training and security.

25J-4. S2. a. Advises the Commander and staff on security matters.

b. Controls and stores classified defense information for units in the Regiment and for other activities/units as needed.

c. Serves as the link between post agencies and subordinate units for all security related matters.

d. Oversees the physical security, crime prevention, personal security, and information security programs.

e. Conducts security assistance visits of attached units and, upon request, USAARMS departments/directorates to ensure compliance of existing security programs.

f. Conducts physical security, crime prevention, personal security, and information security inspections of all assigned and attached units as an integral member of the Regiment Command Inspection Team.

25J-5. S3. a. Advises the commander, staff, and subordinate commanders on operations, training, and plans pertaining to the regiment and USAARMS.

b. Coordinates and monitors training for permanent party personnel assigned or attached to the regiment.

(1) Provides guidance and monitors mandatory training programs.

(2) Provides guidance and monitors officer and noncommissioned officer professional development programs.

(3) Monitors, receives, assigns quotas for, and processes requests for military professional development courses.

(4) Monitors and processes requests for civilian employee training and education programs.

(5) Administers and coordinates the regiment ITEP.

(6) Conducts periodic training management assistance visits to ensure compliance with existing training programs.

(7) Conducts training inspections as an integral member of the RCIT.

c. Advises the commander on issues affecting USAARMS training, students, and Armor soldiers in general. Coordinates and monitors instruction of the Tank Commander Certification Course (TC3) and the Scout Commander Certification Course (SC3).

d. Coordinates and monitors personnel and equipment support to the USAARMS instructional departments, and the USAARMC directorates.

(1) Assigns taskings and training missions in support of the Armor School/Armor Center to subordinate units and monitors execution.

(2) Maintains management and historical data on taskings.

(3) Coordinates funeral details.

(4) Plans, coordinates, and monitors taskings to fulfill garrison mission support requirements.

e. Coordinates and directs ceremonies.

f. Advises the commander, staff, and subordinate commanders on force management matters.

(1) Coordinates and manages changes to the Table of Distribution and Allowance (TDA) for the regiment as a result of reviews and manpower surveys.

(2) Coordinates and recommends allocation of manpower resources to the commander, staff, and subordinate commanders.

g. Advises the commander, staff, and subordinate commanders on force integration and modernization matters and recommends force integration policy.

(1) Serves as the regiment force modernization coordination point for matters of force modernization, force integration, and new equipment fielding.

(2) Coordinates and monitors new equipment fielding and NET within the regiment.

(3) Coordinates preparation and submission of the regiment input to the Modernization Resource Information Submission (MRIS).

(4) Coordinates Basis of Issue Plans (BOIP).

h. Prepares plans and implementing instructions in the event of emergency, mobilization, or other contingency. Coordinates and maintains the Mobilization TDA.

i. Directs and coordinates the Operations Security program for the regiment.

j. Coordinates the RCIP.

k. Monitors physical fitness training for permanent party personnel of USAARMS and USAARMC.

l. Plans and directs the athletic and recreational programs for students of the USAARMS and permanent party personnel assigned and attached to the regiment.

(1) Plans, schedules, and monitors regiment sports tournaments and athletic competitions.

(2) Procures and issues equipment necessary to conduct sporting events.

(3) Budgets for funds to support the A&R program.

(4) Publicizes sports activities.

m. Manages the annual training ammunition account for permanent party. Coordinates the TC3/SC3 training ammunition requirements.

25J-6. COMBINED ARMS TACTICAL TRAINING CENTER (CATTC). Responsible for providing a realistic combat environment for AC and RC units to train as Combat Arms Maneuver Task Forces on the Airland Battlefield using simulation. Also provides Observer/Controllers to assist units in training with their After Action Reviews. Assists the Command and Staff Department in the training of Armor School students in Platoon, Company and Task Force battle drills, command and control, and in synchronizing direct/indirect fires. Assists the Defense Applied Research Projects Agency, PM-TRADE, and the Armor Force in the development of the SIMNET technology to provide lessons learned in training through simulation and with improvements to the current technology.

25J-7. LOGISTICS/MANAGEMENT CENTER (S4). a. Advises the commander, staff, and subordinate commanders on matters pertaining to supply management, logistical services, financial management, food service, maintenance management, facilities, and transportation.

b. Manages supply, fiscal, logistics services maintenance, and facilities operations.

c. Manages environmental, fuel, and energy conservation programs for the Regiment.

d. Manages the Army Communities of Excellence Program (ACOE).

e. Provides logistical support for the USAARMC Command Group, USAARMS, and attached units in accordance with support agreements.

f. Acts as cost reduction and management improvement officer to ensure the most economical and equitable use of resources.

g. Serves as regiment representative to the Installation Planning Board.

h. Conducts periodic supply and equipment inspections and inventories.

i. Processes reports of survey and other property adjustments for the USAARMC Command Group, USAARMS, and attached units.

j. Manages the property accountability and Command Supply Disciplinary programs.

k. Receives, edits, and processes requests for issue and turn-in of supplies and equipment.

l. Maintains supply catalogs, pricing guides, and associated publications.

m. Prepares and submits reports concerning equipment TDA authorizations and on-hand balances.

n. Coordinates logistical support for summer training activities.

o. Coordinates and provides logistical support for short-term projects and outside agency functions.

p. Manages/maintains the regiment headquarters supply room.

q. Prepares and coordinates budget submissions for the regiment.

r. Prepares, maintains, and updates equipment TDAs for the USAARMS and USAARMC organizations attached to the regiment.

25J-8. REGIMENT MAINTENANCE MANAGEMENT CENTER. a. Advises the commander and staff on matters pertaining to equipment maintenance management.

b. Is responsible for the Army Oil Analysis Program (AOAP), Calibration Program, and The Army Maintenance Management System (TAMMS) within the training departments, assigned and attached units.

c. Operates a consolidated PLL for the Armor School, monitors status of high priority requisitions, reports DA Form 2406 weekly and monthly, and coordinates with LAO for assistance as needed.

d. Operates a Class IX repair parts turn-in point.

25J-9. FACILITIES OFFICE. a. Directs, coordinates, and exercises staff supervision of facility requirements of the USAARMS and attached units.

b. Maintains liaison with the DEH on matters pertaining to the assignment, termination, and repair of buildings, custodial services, and maintenance of grounds for the USAARMS and attached units.

c. Manages the regiment Repair and Utilities (R&U) program and maintains stocks of R&U supplies.

d. Receives, processes, and monitors progress of job order requests relating to buildings and grounds, including the review of justifications and establishing priorities for the USAARMS and attached units.

e. Receipts for buildings required by supported units and sub- receipts to the USAARMS and attached units.

f. Manages the fire prevention, energy conservation, and environmental protection programs for the USAARMC staff, USAARMS, and attached units.

g. Participates in the installation's Army Master Planning Program.

h. Manages the MCA and minor construction programs within the USAARMS.

i. Conducts command inspection and assistance visits.

j. Provides assistance and technical supervision over approved organizational repair and self-help construction projects for supported activities.

k. Coordinates, monitors, and reports space utilization.

l. Processes requests for BAQ entitlement for members of the regiment.

25J-10. 1ST SQUADRON, 12TH CAVALRY. a. Provides command, control, administrative and logistical support for assigned and attached personnel.

b. Provides personnel and armored combat and tactical vehicles in support of academic instruction for the USAARMS, ROTC, and Reserve units.

c. Provides the USAARMC with personnel and equipment as required for training support, tests, experiments, demonstrations, and other requirements.

d. Plans for and executes emergency and contingency plans of higher headquarters.

e. Provides personnel and equipment for military funerals.

f. Conducts squadron-mandatory SDT/MOS certification, platoon level tactical training, and crew level gunnery training for all assigned/attached personnel.

25J-11. TROOPS HHT, A, B, C, D, E AND F. a. Provides command, control, administrative, and logistical support for assigned and attached personnel.

b. Provides personnel and equipment as directed.

c. Conducts mandatory SDT/MOS certification training, platoon level tactical training, and crew level gunnery training for all assigned/attached personnel.

25J-12. 2D SQUADRON, 12TH CAVALRY. a. Provides command, control, and administrative/logistical support for officer and noncommissioned officer students in the Armor School.

b. Schedules and supervises specified training as directed for officer and noncommissioned students attending the USAARMS.

c. Provides administrative and UCMJ support to active duty, full-time manning personnel, and U.S. Army NCO Academy/Drill Sergeant School.

d. Manages the Senior Class Advisor (SCA) Program for AOBC students.

e. Manages the International Military Student Office (IMSO) Program.

f. Administers the Spouse Orientation Program for AOAC/AOBC student wives.

g. Manages the Pre-Ranger Certification Program.

25J-13 NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) BRANCH. a. Exercises technical and staff supervision over NBC Defense operations and training.

b. Provides technical advice and assistance to the command on supply, maintenance, and safety matters as they pertain to NBC equipment and training.

c. Plans, implements, supervises, coordinates, and evaluates NBC training programs as prescribed by higher headquarters.

d. Prepares USAARMC supplements to Army regulations, USAARMC memorandums, circulars, NBC annexes to USAARMC training directives and contingency plans pertaining to NBC operations and training, NBC, defense, radiological safety, and other NBC activities, as required. Prepares command SOP for NBC and nuclear operations, defense, and safety.

e. Conducts NBC training inspections, staff assistance visits, and proficiency/performance tests; provides technically qualified inspectors for USAARMC IG and Evaluation Teams; provides technically qualified inspectors for the USAARMC CG-CIP program.

f. Operates the USAARMC NBC Element (NBCE) for EOC; acts as Western Subarea North American Air Defense Command (NORAD) NBC Warning and Reporting Station for the 20th NORAD Region.

g. Assists Reserve Components attending AT at Fort Knox in NBC training and provides mobile assistance teams to reserve units when requested.

25J-14. OFFICER AND ENLISTED STUDENT TROOPS A, B, AND C. a. Provides command, control, and administrative/logistical support for assigned/attached student officers attending the Armor Officer Advanced Course (AOAC), Armor Officer Basic Course (AOBC), Scout Platoon Leader Course (SPLC), Cavalry Leader Course (CLC), and Junior Officer Maintenance Course (JOMC).

b. Commands, controls, administers, and conducts prescribed training for assigned/attached officer, enlisted student, and cadre personnel.

c. Conducts soldierization training/activities as required to include: OPD, NCOOP, PT, and POR qualification.

d. Plans and supervises the execution of the Commanding General's/ Assistant Commandant's Reception for each AOBC and AOAC.

e. Provides command and control functions for assigned military personnel and students attending Master Gunner Course (MG) and Senior Instructor/Operator (SIO) Courses.

f. Troop A acts as the HQ for the cadre of 2d Squadron, 12th Cavalry.

25J-15. INTERNATIONAL MILITARY STUDENT OFFICE (IMSO). a. Serves as the principal assistant to the commander on matters pertaining to international students and the DOD Informational Program.

b. Provides administrative, logistical, and personal support to international students and family members in residence.

c. Plans, programs, and conducts the DOD Information Program including sponsors, precourse orientation, and informational topics.

- d. Participates in IMSO graduate follow-up activities.
- e. Prepares academic reports for international students enrolled in graded courses of instruction.
- f. Maintains liaison with DA, TRADOC, and other service schools on matters pertaining to international students.
- g. Serves as fund manager for Foreign Student Course Cost Funds involving the Information Program and student uniform purchasing and issue.

25J-16. 5TH SQUADRON, 12TH CAVALRY. a. Provides command, control, administrative, and logistical support for assigned personnel. Improves the warfighting skills of all assigned soldiers through individual and basic collective training.

b. Provides personnel, equipment, and technical expertise in support of instruction for USAARMS, PCC, ROTC, and Reserve units.

c. Conducts Tank Commander (TC3) and Scout Commander (SC3) Certification Courses.

d. Promotes Armor's growth as an essential part of the combined arms team through participation in maneuver/gunnery capability exercises, tests, displays, and other requirements.

e. Supports all contingency personnel, equipment, and training requirements in a professional and proactive manner.

f. Implements emergency and contingency plans of higher headquarters.

g. Provides personnel and equipment for military funerals.

h. Provides personnel for Observer/Controller for Combined Arms Tactical Training Center (CATTC).

25J-17. TROOP A. a. Provides training, command, control, administrative, and logistical support for assigned and attached personnel.

b. Provides vehicles and personnel for training requirements of the Armor School/Center courses and activities and tank system support for the vehicle portion of the PCC.

c. Provides Observer/Controller personnel in support of the Armor Center, to include the SIMNET TF Operations for the PCC.

25J-18. TROOP B. a. Provides training, command, control, administrative, and logistical support for assigned and attached personnel.

b. Provides instruction, equipment, and support personnel to conduct TC3 and the SIMNET/tank system portion of the PCC.

25J-19. TROOP C. a. Provides training, command, control, administrative, and logistical support for assigned and attached personnel.

b. Provides instruction, equipment, and support personnel to conduct instruction for SC3 and SIMNET support for the PCC.

25J-20. TROOPS D, E AND F. a. Provides training, command, control, administrative, and logistical support for assigned and administrative personnel.

b. Provides cavalry vehicles and personnel for training requirements of the Armor School/Center courses and activities, including command, control, and support for maneuver and gunnery exercises.

25J-21. 6TH SQUADRON, 12TH CAVALRY. a. Organizes the squadron and its personnel to support the missions of the United States Army Armor Center and School. Prepares for war and contingencies. Provides for the safety, health, welfare, morale, training, discipline, and administrative support for all assigned and attached soldiers in peace and war.

b. Operates a dining facility to support garrison feeding for staff and faculty personnel, assigned and attached officer students, Marine and Army Reserve units involved in training activities, and youth and church groups as authorized by the installation G-4/Director of Logistics.

25J-22. TROOPS A, B, C, D, E AND F. a. To provide command, control, legal, and administrative support to all attached personnel.

b. To train for war and prepare permanent party and attached personnel on individual warfighting skills.

c. To provide and maintain a working environment that will attract and retain quality personnel.

d. F Troop. Plans and coordinates the transition training for the M60A3 Patton Tank, M1 and M1A1 Abrams Tanks, and M3 Bradley Cavalry Fighting Vehicle. This training is provided to both AC and RC battalions receiving these newly fielded systems. Training is provided for individual crew members, tank/vehicle crews, and organizational maintenance personnel.

25J-23. HEADQUARTERS COMMAND/HEADQUARTERS COMMANDANT. Commands soldiers and units assigned to the garrison. Provides administration, housing, dining, supply, training, military discipline, housekeeping, and welfare activities for assigned and attached individuals and units. Commander is a dual position with the Commander, 12th Cavalry Regiment.

a. Office of the Commander. Commands assigned and attached individuals and units.

b. Headquarters Troops A and B.

(1) Provides command and control for assigned and attached personnel.

(2) Provides and supervises administration, training, and logistics for assigned and attached personnel.

HEADQUARTERS COMMANDANT**

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graph TD; HQ["*  
HEADQUARTERS COMMANDANT"] --- T1[ ]; T1 --- TA["**  
TROOP A  
BRANCHES: NONE"]; T1 --- TB["**  
TROOP B  
BRANCHES: NONE"];
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TROOP A**

BRANCHES: NONE

TROOP B**

BRANCHES: NONE

- * DUAL POSITION - ALSO COMMANDER OF 12TH CAVALRY REGIMENT**
- ** ATTACHED TO 12TH CAVALRY REGIMENT USAARMS**

CHAPTER 25K

HEADQUARTERS COMMAND/HEADQUARTERS COMMANDANT

Section I. RESPONSIBILITIES

25K-1. Commands soldiers and units assigned to the garrison. Provides administration, housing, dining, supply, training, military discipline, housekeeping, and welfare activities for assigned and attached individuals and units. Commander is a dual position with the Commander, 12th Cavalry Regiment.

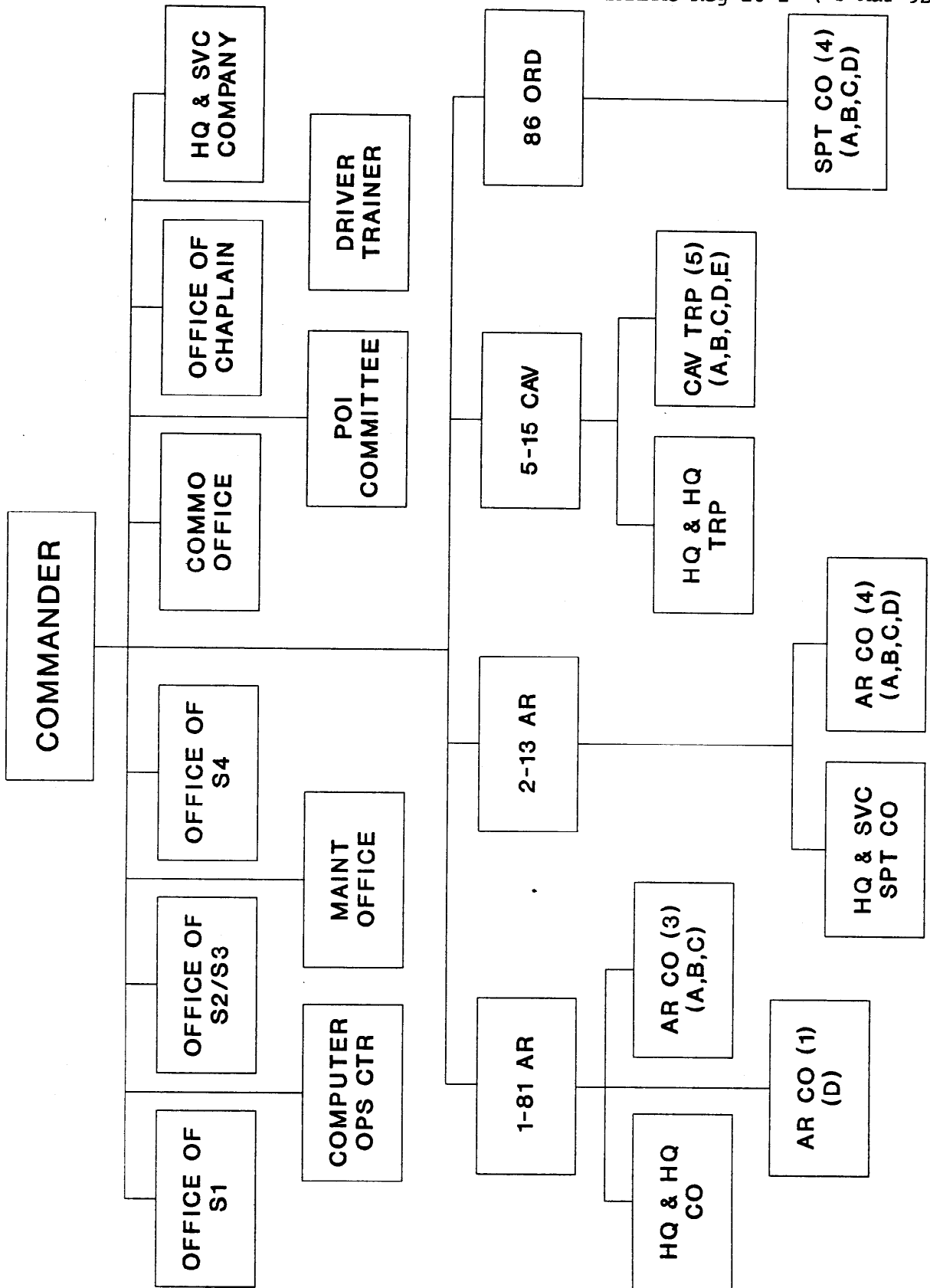
Section II. FUNCTIONS

25K-2. OFFICE OF THE COMMANDER. Commands assigned and attached individuals and units.

25K-3. HEADQUARTERS TROOPS A AND B. a. Provides command and control for assigned and attached personnel.

b. Provides and supervises administration, training, and logistics for assigned and attached personnel.

1ST ARMOR TRAINING BRIGADE



USAARMC Reg 10-1 (20 Mar 92)

CHAPTER 26

1ST ARMOR TRAINING BRIGADE

Section I. RESPONSIBILITIES

26-1. Designs, develops, and conducts One Station Unit Training (OSUT) courses for Active Duty and Reserve Component 19E/19K Armor Crewmen and 19D/19D D3 Cavalry Scouts. Designs, develops, and conducts Advanced Individual Training (AIT) courses for Marine Corps Tank Crewmen. Conducts Reserve Component training for 84th, 85th, and 100th Division (Tng), and the 5th Cavalry Brigade. Maintains training facilities, equipment, billets, motor parks, and other logistical and administrative facilities necessary to support all assigned and attached personnel. Performs other missions as assigned by Commander, USAARMC.

Section II. FUNCTIONS

26-2. OFFICE OF THE COMMANDER. a. Commands, controls, and supervises activities of the brigade, and exercises special court-martial jurisdiction over assigned/attached personnel.

b. Serves as the Course Manager for all Skill Level 1 training for 19K, 19E, and 19D MOS's, to include USMC AIT courses.

26-3. OFFICE OF THE S1. a. Advises the commander, staff, and subordinate units on matters pertaining to administration, personnel management, and military justice within the brigade.

b. Supervises and/or provides personnel management and administrative services, to include administrative eliminations.

c. Processes general, special, and summary courts-martial cases and submits reports on findings to the Office of the Staff Judge Advocate for review and disposition.

d. Supervises athletic, recreational, and troop information activities.

e. Performs administrative, courtesy, and assistance inspection visits to brigade units.

f. Advises the commanding officer on Equal Opportunity (EO) activities and conducts EO instruction for permanent party personnel.

g. Organizes and executes all monthly pay operations for the trainees in the brigade.

h. Responsible for all Congressional actions within the brigade.

i. Responsible for the Drug and Alcohol Prevention Plan within the brigade.

26-4. OFFICE OF THE S2/S3. a. Advises the Brigade Commander, staff, and subordinate units on matters pertaining to peacetime and mobilization plans, training evaluation, operations, military intelligence, and security within the brigade.

b. Plans, coordinates, and supervises the implementation and evaluation of training.

c. Supervises operational and intelligence services.

d. Plans, coordinates, and supervises internal security operations and conducts security inspections.

e. Plans, coordinates, and supervises the conduct of VIP tours.

f. Coordinates and monitors MOS, intelligence, and NBC physical readiness training for the Brigade's cadre.

g. Maintains and implements, on order, operational and contingency plans.

h. Publishes and distributes training schedules.

i. Collects and maintains statistical data on training results.

j. Principal brigade point of contact (POC) for the 84th, 85th, and 100th Training Divisions and 5th Training Brigade.

k. Conducts training inspections.

l. Coordinates and conducts BT End-of-Course (GATE I), MOS Intermediate (GATE II), End-of-Course (GATE III) tests, and Military Stakes.

m. Maintains and coordinates use of brigade's Training Complex.

n. Conducts VIP briefings and tours of brigade's Training Complex.

26-5. OPERATIONS DIVISION. a. Reviews and directs the publication and distribution of training schedules and changes.

b. Coordinates the use of training areas, ranges, weapons, and ammunition.

c. Coordinates the tasking of material support requirements (external and internal).

d. Operates Brigade Radio Net Control Station.

26-6. TRAINING SUPPORT DIVISION. Procures, stores, issues, and repairs training aids and equipment used in support of training.

26-7. COMPUTER OPERATIONS CENTER. a. Advises the commander, staff and subordinate units on matters pertaining to automation, telephones, and copiers within the brigade.

b. Supervises the maintenance and repair of all automation equipment to include telephones and copiers.

c. Provides systems administration support.

d. Provides automation software instruction and key operator instruction.

e. Supervises the automation security program.

26-8. OFFICE OF THE S-4. a. Advises the commander, staff, and subordinate units on matters pertaining to logistical operations and budgeting, to include preparation of the annual Command Operating Budget and preparation of both annual and quarterly allocations of supplies.

b. Exercises staff supervision over and has operational responsibility for the logistical services, less vehicle maintenance, and related repair parts, transportation, property and equipment, supplies and SDT training for all 1ATB supply personnel.

26-9. DRIVER TRAINER DIVISION. a. Designs, develops, and conducts tank driver training utilizing M1 and M60A3 driving simulators.

b. Serves as subject matter expert (SME) to the Brigade Commander and other agencies.

26-10. SERVICES DIVISION. a. Requisitions, stores, dispenses, and accounts for POL products.

b. Monitors the delivery of ammunition and disposal of ammunition residue.

c. Performs semiannual inspections of unit supply rooms within the Brigade.

d. Advises brigade/battalion/squadron commanders regarding their management of Class II, III, IV, VII, and IX.

26-11. SMALL ARMS DIVISION. Receives, stores, issues, and maintains individual and crew-served (small arms) weapons.

26-12. PROPERTY SUPPLY DIVISION. a. Maintains hand receipt for equipment and facilities.

b. Requisitions, receives, stores, and issues general supplies and equipment, other than organizational clothing and equipment items issued from the Central Issue Facility (CIF).

c. Responsible for the utilization and maintenance of buildings and grounds.

d. Prepares and submits job order requests for repair of equipment and facilities for units and staff offices.

26-13. MAINTENANCE OFFICE. a. Advises the commander and staff of automotive/track vehicle maintenance and repair part matters within the brigade. Has staff responsibility for supervision of maintenance policies and procedures within the brigade.

b. Supervises and coordinates the activities of the Technical Assistance Division and Repair Parts Supply Division.

c. Serves as a liaison between the brigade units and support maintenance activity.

26-14. SUPPLY BRANCH. a. Maintains the brigade consolidated repair parts PLL to include requisition, receipt, storage, and issue. Ensures brigade and subordinate commanders are aware of the current status of PLL.

b. Provides assistance to units on repair parts supply procedures.

c. Conducts inspections of repair parts supply procedures.

26-15. TECHNICAL ASSISTANCE BRANCH. a. Provides technical assistance and advice on maintenance policies and procedures.

b. Performs spot checks, courtesy and quarterly inspections of vehicles, maintenance management procedures, and records.

26-16. COMMUNICATIONS OFFICE. a. Supervises the maintenance and repair of communications equipment.

b. Performs maintenance on communications equipment assigned to Headquarters and Headquarters and Service Company.

c. Conducts inspections of communications equipment.

d. Provides liaison between brigade and support maintenance activities on matters pertaining to communications.

26-17. OFFICE OF THE CHAPLAIN. a. Advises the commanding officer and staff on matters pertaining to religion, morals, and morale as affected by religion.

b. Provides opportunities for worship and ministration of sacraments, rites, and ordinances.

c. Provides human self-development instruction and religious education instruction.

d. Provides pastoral care such as counseling, spiritual guidance, visitation of the sick and confined, and pastoral visits to barracks, quarters, training, and recreation areas.

26-18. HEADQUARTERS AND SERVICE COMPANY. a. Performs command, administrative and supply functions for Brigade Headquarters personnel.

b. Directs the training, military discipline, housekeeping, and welfare activities for assigned personnel.

c. Provides motor pool and maintenance support for Brigade Headquarters.

d. Provides recovery service for track and wheeled vehicles in the brigade.

26-19. POI COMMITTEE. a. Advises the Brigade S-3 and brigade commander on matters pertaining to IET POI and training developments.

b. Designs, develops, and maintains peacetime POI and associated training materials for 19E/19K Tank Crewmen, 19D/19D D3 Cavalry Scout OSUT Courses, and USMC AIT Training Course.

c. Designs, develops and maintains AIT Mobilization POI and associated training materials for 19E/19K Tank Crewmen, 19D Basic Cavalry Scout, and USMC Tank Crewmen Training Courses.

d. Serves as the POC for all USAARMC staff elements for actions pertaining to IET Peacetime/Mobilization POI. Serves as the POC for all IET system and non-system training devices.

e. Provides input for job and task analysis functions conducted by the USAARMC.

f. Maintains POI vault files.

g. Coordinates and conducts training on selected subjects for each of the courses listed in para 27-7b.

26-20. INSTRUCTOR BRANCH. a. Conducts a majority of the MOS specific classroom instruction.

b. Reviews lesson plans and training aid requirements for future instruction.

c. Coordinates the use of classrooms, training aids, and instruction support equipment (i.e., projectors, VCRs, and TVs).

d. Reviews tech tapes and recommends improvements required to keep the tapes current with Tech Manuals, Field Manuals, and doctrinal changes.

26-21. 1-81 ARMOR. Commands and controls assigned companies. Coordinates and supervises the OSUT/BAT for assigned M-1 (19K) trainees, and Armor Crewman AIT (USMC).

a. Headquarters and Headquarters Company. Serves as headquarters for all company-level instructors and the battalion staff. Also performs organizational maintenance on track and wheeled vehicles within the battalion.

b. Companies A, B, and C (M1/M1A1).

(1) Commands, controls, and provides administration and supply for assigned cadre and trainees.

(2) Supervises and conducts OSUT/BAT for M-1/M1A1 (19K) Armor Crewmen.

c. Company D (Armor AIT USMC).

(1) Commands, controls, and provides administration and supply for assigned cadre and students.

(2) Supervises and conducts AIT, Armor, for assigned/attached USMC personnel.

26-22. 2-13 ARMOR. Commands and controls assigned companies. Coordinates and supervises OSUT/BAT for assigned/attached M-1 (19K) Armor Crewmen.

a. Headquarters and Services Support Company. Serves as headquarters for all company-level instructors and the battalion staff. Also performs organizational maintenance on track and wheeled vehicles within the battalion.

b. Companies A, B, C, and D (M1/M1A1).

(1) Commands, controls, and provides administration and supply for assigned cadre and trainees.

(2) Supervises and conducts OSUT/BAT for M1 (19K) Armor Crewmen.

26-23. 5-15 CAVALRY SQUADRON. Commands and controls assigned Cavalry troops. Coordinates and supervises the OSUT/Basic Cavalry Training (BCT) for assigned/ attached M113 (19D) and M3 (19D3) Cavalry Scouts.

a. Headquarters and Headquarters Troop. Serves as headquarters for all troop level instructors and the battalion staff. Also performs organizational maintenance on track and wheeled vehicles within the battalion.

b. Troops A, B, C, and D.

(1) Commands, controls, and provides administration and supply for assigned cadre and trainees.

(2) Supervises and conducts OSUT/BCT for M3 (19D).

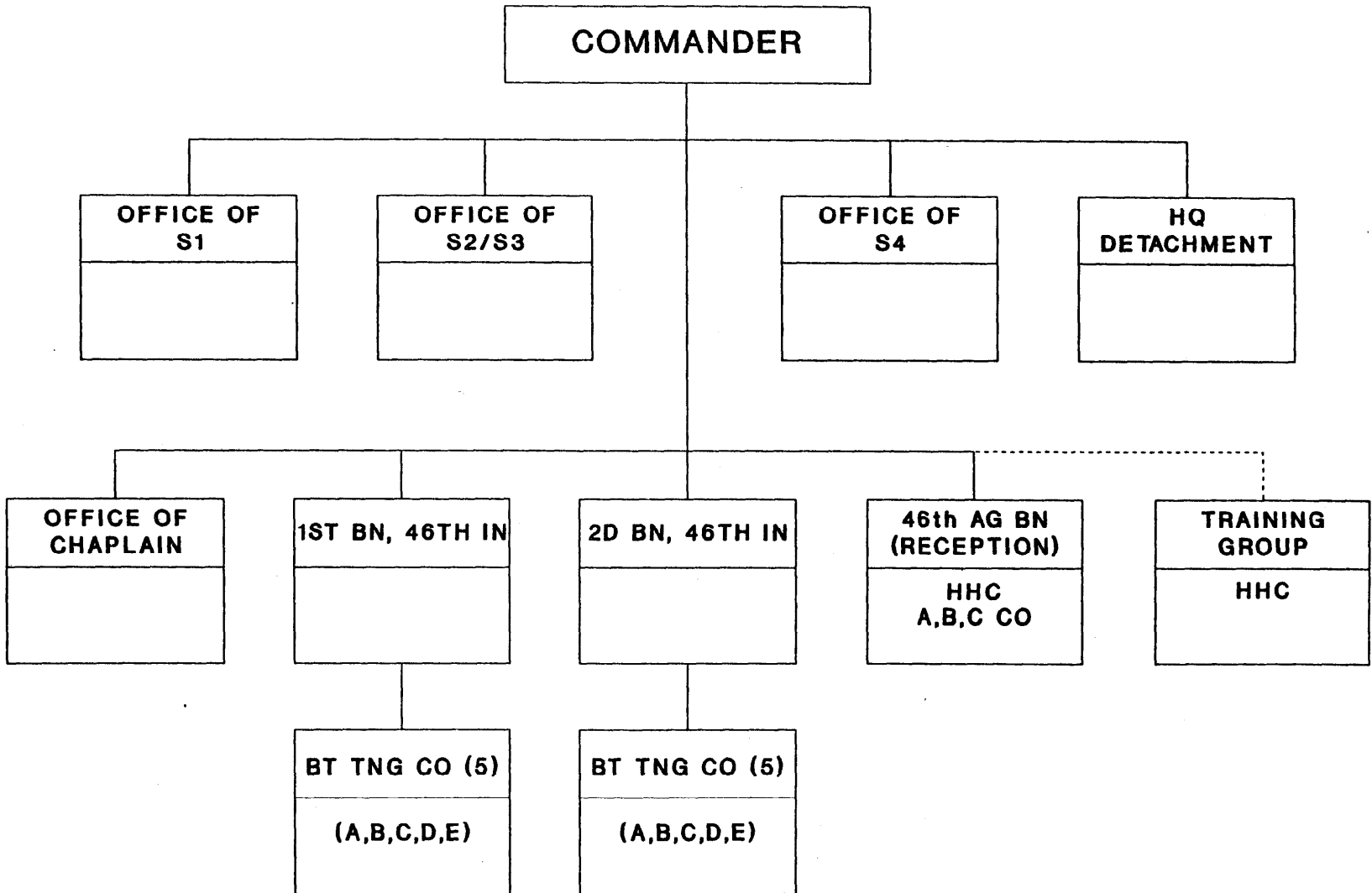
26-24. 86TH ORDNANCE. a. Commands and controls assigned companies. Coordinates and supervises AIT for assigned/attached 63 and 45 E/N/T mechanics.

b. Companies A, B, C, and D (63/45 E/N/T).

(1) Commands, controls, and provides administration and supply for assigned Cadre and Trainees.

(2) Supervises and conducts AIT for 63 and 45 E/N/T mechanics.

4TH TRAINING BRIGADE



CHAPTER 27

4TH TRAINING BRIGADE

Section I. RESPONSIBILITIES

27-1. To conduct Basic Training for Active Army and Reserve Forces personnel under the provisions of POI 21-114. Provides command and control, administrative, and logistical support for Active Army and Reserve Forces personnel attending System Specific Mechanic Advanced Individual Training. Supervises the attached Training Group. Provides and maintains facilities to billet, feed, and train permanent party personnel and initial entry soldiers assigned/attached to the Brigade. Conducts ROTC Camp Challenge each summer. Provides satellization training for reserve units and individual reservists on active duty for training.

Section II. FUNCTIONS

27-2. OFFICE OF THE COMMANDER. Commands, controls, and supervises activities of the brigade, and exercises special court-martial jurisdiction over assigned/attached personnel in the brigade, and Training Group.

27-3. OFFICE OF THE S1/ADJUTANT. a. Advises the commander, staff, and subordinate units on matters pertaining to administration, personnel management, personnel actions, maintenance of unit strength, civilian personnel, safety, morale, welfare services, and military justice.

b. Supervises and/or provides administrative services.

c. Initiates and processes actions relative to military justice, administrative boards, elimination boards, and delinquency reports, officer and enlisted efficiency reports, Congressional inquiries, and line of duty investigations.

d. Supervises the brigade mailrooms.

e. Administers the brigade information program.

f. Coordinates the brigade safety program, to include providing guidance and training in all areas of safety orientation.

g. Conducts the brigade equal opportunity education and training program.

h. Exercises staff responsibility for civilian personnel management in the brigade.

i. Supervises and provides personnel management services for the brigade to include internal assignment and management of personnel, assisting units in preparing and processing personnel actions, and providing brigade staff assistance visits to subordinate units.

j. Supervises the brigade Alcohol and Drug Program.

27-4. OFFICE OF THE S2/S3. a. Advises the commander and staff on matters pertaining to plans, training, operations, military intelligence, and security.

b. Exercises staff supervision and responsibility for training, operational, and intelligence activities.

c. Implements internal security programs, to include personnel security clearances, physical security, and crime prevention.

d. Supervises and monitors intelligence training for trainee and permanent party personnel.

e. Conducts inspections and reviews training programs to ensure compliance with applicable training directives.

f. Coordinates and assists in procuring training aids and devices in support of unit training.

g. Coordinates and monitors implementation and conduct of the Basic Combat Training (BCT) Program of Instruction (POI).

h. Maintains rosters of permanent party military and civilian personnel eligible for service schooling and coordinates school quotas and TDY assignments.

i. Maintains, exercises, and implements, on order, operational and contingency plans assigned to the brigade.

j. Coordinates preparation of training schedules and coordinates changes to training schedules, the use of training areas, facilities, and ammunition.

k. Plans, coordinates, and provides support for the ROTC Basic Camp.

l. Plans and provides annual encampment support to National Guard and Reserve Units satellited on the 4th Training Brigade for support.

m. Plans for and conducts Reserve Component Training for designated reserve training divisions.

n. Supervises and apportions internal and external taskings.

- o. Coordinates the 4th Training Brigade Self Development Testing (SDT) Program.
- p. Coordinates officer and noncommissioned officer development programs.
- q. Maintains and updates the brigade TDA and MOB TDA.
- r. Coordinates all brigade Operation Christmas Exodus activities.

27-5. OFFICE OF THE S4. a. Advises the commander and staff on logistical matters within the brigade.

- b. Manages the funding within the annual command operating budget.
- c. Exercises staff supervision and responsibility for logistical support of the brigade.
- d. Delegates and monitors all self-service supply funds for individual companies within the brigade.
- e. Coordinates transportation requests required.
- f. Supervises food service activities.
- g. Maintains liaison with the DEH for the maintenance and modernization of buildings and grounds, and supervises the submission of work requests.
- h. Performs regular inspections of unit dining facilities and unit supply rooms.
- i. Maintains the brigade Prescribed Load List (PLL).
- j. Prepares and processes requests and monitors requisitions and turn-in of equipment for the brigade and issues selected items of equipment to units on hand receipts.
- k. Maintains hand receipts for the assignment of buildings.
- l. Monitors all reports of survey and prepares for approving authority action.
- m. Performs organizational maintenance on radios assigned to the brigade.
- n. Coordinates internal management control program throughout the brigade.
- o. Supervises the brigade Fire Prevention and Energy Conservation Programs.

27-6. OFFICE OF THE CHAPLAIN. a. Advises and assists the commander in matters involving the spiritual welfare of the command, public religious observances, morality, morale, and character building.

b. Ensures that sufficient opportunities are available to military personnel for public worship and religious instruction.

c. Administers sacraments, rites, and ordinances.

d. Visits troop billets and training areas, and conducts regular hospital calls.

e. Provides individual and group counseling for military and civilian personnel assigned/attached to the brigade, 46th AG Battalion (Reception), and Training Group.

f. Provides chaplains for worship services, character guidance lectures, orientations, graduations, and parades.

g. Supervises the procurement, distribution, and display of religious literature to Brigade units.

h. Supervises the maintenance of chapels and grounds.

i. Provides chaplain support to installation activities, e.g., hospital, memorial and burial services, and ROTC Camp Challenge.

27-7. HEADQUARTERS DETACHMENT. a. Commands and provides administration, housing, and supply for personnel assigned to the brigade headquarters.

b. Directs the training, military discipline, and welfare activities of assigned personnel.

c. Supports the construction and implementation of trainee pay operations.

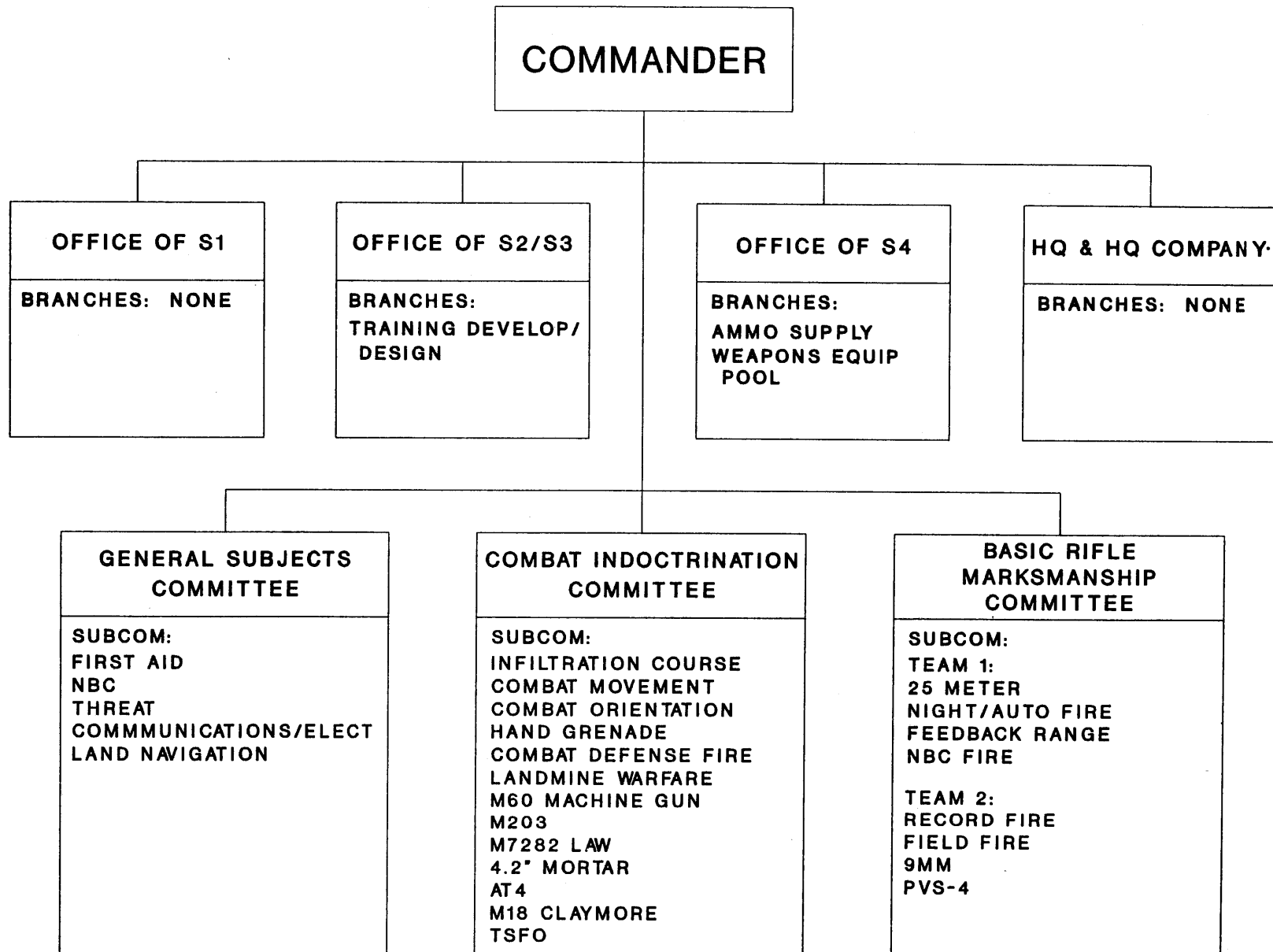
27-8. BASIC TRAINING BATTALION (2). Provides command and control, SIDPERS administration, and military justice for personnel assigned to the battalion.

27-9. BASIC TRAINING COMPANIES (12). Provides command, control, administration, supply, and food service for assigned personnel. Supervises training performed within the company. Operates dining facilities. Provides assistant instructors, as required, for Training Group-taught subjects.

27-10. 46th AG BATTALION (RECEPTION). Conducts reception processing of male enlisted personnel entering active service from civilian or reserve status in accordance with current directives. Conducts personal affairs interviews and initiates personnel records and forms. Identifies new soldiers with special potential and provides career counseling service. Initiates identification (ID) cards for each new soldier. Provides command, administrative, and logistical support including adjutant, billeting, dining facility, and mission functions for elements of the battalion supporting assigned and transient personnel. Coordinates processing support such as finance, troop movements, issuance of clothing and medical services.

27-11. TRAINING GROUP. See chapter 28.

TRAINING GROUP



CHAPTER 28

TRAINING GROUP

Section I. RESPONSIBILITIES

28-1. Conducts training in Basic Combat Skills, NBC Defense, Land Navigation, Weapons Marksmanship, Squad/Crew Weapons, Land Mine Warfare, Threat, Communications, and First Aid to all Initial Entry Training (IET) level soldiers, CMF 19 OSUT soldiers, ROTC, and TCAT (USMA) cadets. Also, conducts advanced skill training in Indirect Fire, Navigation, and First Aid for all officer, NCO, and Armor/Armored Cavalry students. Provides training at any level for reserve component and law enforcement agencies.

Section II. FUNCTIONS

28-2. OFFICE OF THE COMMANDER. a. Commands and controls all functions within the mission purview through direction and supervision.

b. Directs and controls the conduct of training as prescribed by regulations, directives, and Army Training Programs.

28-3. OFFICE OF THE S1/ADJUTANT. a. Advises the commander and staff on matters pertaining to administration, personnel management, and military justice.

b. Provides administrative services, prepares correspondence, reports, and processes military justice actions.

c. Procures and controls publications and blank forms.

d. Monitors SIDPERS and personnel actions submitted at company level and supervises the distribution system.

e. Supervises all daily operations of the Training Group Personnel Administration Center (PAC).

28-4. OFFICE OF THE S2/S3. a. Exercises staff supervision and responsibility for training, operations, and intelligence activities.

b. Coordinates training activities and conducts training/security inspections.

c. Provides premobilization training for reserve component units.

- d. Implements internal and physical security policies.
- e. Coordinates instructional requirements for Basic ROTC Summer Camp.
- f. Advises and recommends to Training Group commander any information that enhances the operation, training requirements, and overall mission.
- g. Coordinates service school training for permanent party personnel.
- h. Acts as the staff proponent for actions affecting force development and manpower resourcing.
- i. Supervises the utilization of computer automated systems.

28-5. TRAINING DEVELOPMENT/DESIGN BRANCH. Provides training development support to the instructional committees and conducts systemic review of all classes conducted in the programs of instruction supported by Training Group.

28-6. OFFICE OF THE S4. a. Exercises staff supervision and responsibility for logistical services for the Training Group to include weapons, ammunition, and training aids.

b. Supervises the receipt, storage, and issue of weapons, ammunition, supplies, and equipment.

c. Maintains stock control, accounting records, and property accountability.

d. Monitors accountability and makes recommendations pertaining to budget actions to the Training Group Commander.

e. Acts as the staff coordinator for all transportation requirements in support of Training Group's mission.

28-7. AMMO SUPPLY BRANCH. Maintains control and supervision of all ammunition, supplies, and equipment.

28-8. WEAPONS EQUIPMENT POOL. Maintains control and supervises the usage and accountability of weapons used.

28-9. HEADQUARTERS COMPANY. Performs command, administrative, and supply functions for personnel assigned/attached to the Training Group. Coordinates training for permanent party personnel.

28-10. GENERAL SUBJECTS COMMITTEE. a. Conducts training in First Aid, NBC Defense, Threat Identification, and Basic Map Reading and Communications to all IET level soldiers, CMF 19 OSUT soldiers, ROTC cadets, and permanent party personnel. Conducts instruction, orientation, and practice exercises in Land

Navigation/Map Reading to all IET soldiers, AOB officers, DSS, Armored Cavalry soldiers, and ROTC cadets (active and reserve component units). Conducts instruction and practical exercises in communication-electronics to all IET soldiers, ROTC cadets, and Armor soldiers (USMC) (active and reserve component units).

b. Responsible for providing organizational and direct support maintenance for communications-electronics equipment.

28-11. COMBAT INDOCTRINATION COMMITTEE. a. Supervises and coordinates the conduct of training movement and close combat techniques to all IET soldiers and ROTC cadets.

b. Presents instruction in use of hand grenades, including a grenade assault course and a live-bay exercise for all IET soldiers.

c. Presents instruction and conducts practical exercises in the use of anti-personnel and anti-armor mines to all CMF 19 OSUT soldiers.

d. Presents instruction and practical exercises with the M60 machine gun, M203 grenade launcher, M72A2 LAW, and AT4.

e. Presents instruction and conducts practical exercises in aspects of 4.2-inch mortar and techniques of indirect fire support to all AOB students and 19D Cavalry Scout soldiers.

f. Common skill instruction also conducted in flares, camouflage, fighting positions, movement techniques and combat defensive fire.

28-12. BASIC RIFLE MARKSMANSHIP COMMITTEE. a. Conducts training, proficiency testing, and practical exercises in basic rifle marksmanship techniques.

b. Supervises and coordinates the conduct of training in the 25-meter night/auto fire for M16A1 rifle.

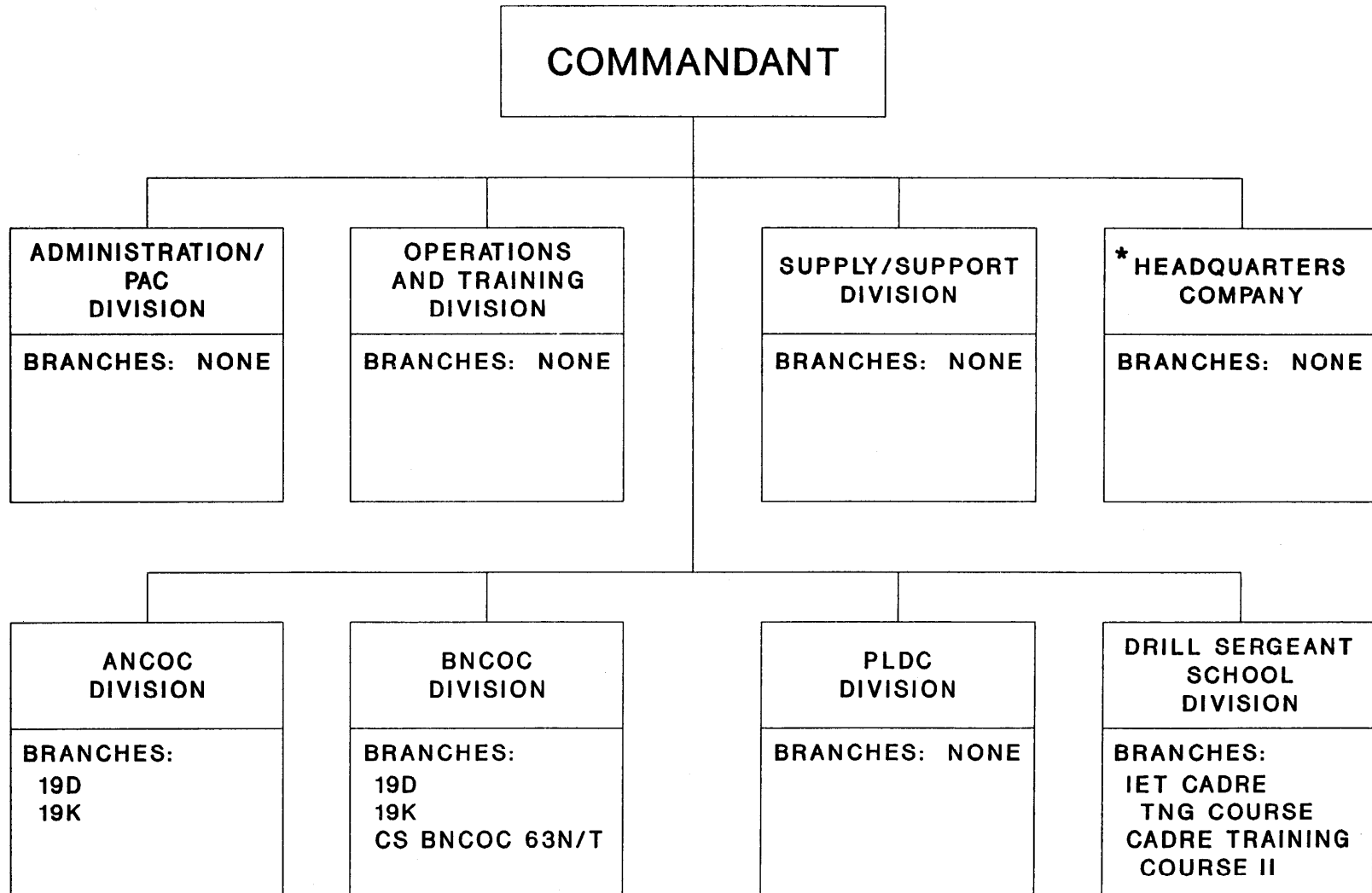
c. Supervises and coordinates the conduct of training in Field Fire at ranges of 75 to 300 meters for all IET soldiers and ROTC cadets.

d. Presents instruction, practical exercises, and record fire on targets at 50 to 300 meters for all IET soldiers and ROTC cadets.

e. Presents instruction, conducts practical exercises, and records fire with the 9mm pistol to AOB and CMF 19 OSUT soldiers.

f. Provides instruction and training in the use and methodology of the Weaponeer laser firing lab.

NONCOMMISSIONED OFFICER ACADEMY/ DRILL SERGEANT SCHOOL



* FUNCTIONAL ONLY

CHAPTER 29

U.S. ARMY NCO ACADEMY/DRILL SERGEANT SCHOOL

Section I. RESPONSIBILITIES

29-1. To provide Noncommissioned Officers Education System (NCOES) training to qualified soldiers in the Advance NCO Course (ANCOC), Basic NCO Course (BNCOC), and the Primary Leadership Development Course (PLDC) in accordance with AR 351-1, TRADOC Reg 351-17, and applicable POI; train selected NCOs at the Drill Sergeant School (DSS) in the fundamentals of recruit handling in the initial entry training environment; provide functional and leadership training for company grade officers and senior NCOs (SFC and above) having assignments and supervisory responsibility over drill sergeants in an initial entry training environment; provide transition training as required; provide training, advice, and assistance to select USAR and USNG training divisions, brigades, regiments, and separate units in accordance with applicable regulations and directives; serve as the USAARMC Course Manager and provide semiannual update briefing in support of the ANCOC, BNCOC, PLDC, DSS, and Cadre Training Course (CTC) courses of instruction; provide subject matter expertise (SME) as the USAARMC Point of Contact (POC) in all matters pertaining to NCOES training; review, update, and forward comments on POI, regulations, publications, and materials as they pertain to NCOES training; provide administrative, training, supply, security, and UCMJ support for permanent party personnel; provide certification training for Training Management.

Section II. FUNCTIONS

29-2. OFFICE OF THE COMMANDANT. a. Commands, controls, and supervises activities pertaining to administrative training of students in ANCOC, BNCOC, DSS, CTC, and PLDC. Provides course manager briefing for these same courses.

b. Provides the SME (as the USAARMC POC in matters pertaining to NCOES training including supervision of reviews), updates of comments relating to POI, regulations, publications, and material.

c. Supervises matters pertaining to the Academic Evaluation Reporting System and certifying graduations in support of ANCOC, BNCOC, PLDC, DSS, and CTC.

d. Supervises support provided reserve units.

29-3. ADMINISTRATION/PAC DIVISION. a. Advises the Commandant and staff on matters pertaining to administration and permanent party personnel management within the USA NCOA/DSS.

b. Provides administrative services to include the preparation and processing of correspondence, orders, reports, mail delivery, locator

services, files management, the control and procurement of pinpoint publications, blank forms, awards, and NCO-ER system.

c. Conducts and supervises the USA NCOA/DSS information program and hometown news release program.

d. Provides personnel management services to include internal assignment.

e. Manages the welcoming program and in-processing of permanent party assignments.

f. Initiates and forwards SIDPERS transactions as required.

g. Provides administrative support to the Academy student population.

29-4. OPERATIONS AND TRAINING DIVISION. a. Advises the Commandant, staff, and subordinate divisions on matters pertaining to plans, training, operations, military intelligence, specified security, and organization within the USA NCOA/DSS.

b. Exercises staff supervision and responsibility for training, operational, and intelligence activities for permanent party and students.

c. Schedules class inspections and reviews training programs to ensure compliance with applicable training and directives and updates material as required, to include lesson plans.

d. Maintains class statistics; initiates and distributes DA Form 1059 (Academic Evaluation Reporting System) for ANCO, BNCO, DSS, and PLDC.

e. Maintains student academic records release action.

f. Schedules and coordinates graduations, to include graduation booklets.

g. Prepares, produces, and distributes training schedules and coordinates outside support and the use of training areas, ranges, weapons, equipment, and ammunition for BNCO, PLDC, DSS, and CTC.

h. Supervises, coordinates, and schedules educational services to include high school, college courses, BSEP, GED Testing Program, ITC, First Aid, and driver's testing for permanent party personnel.

i. Supervises and coordinates the SDT program for permanent party personnel.

j. Coordinates with TSC for training aids, devices, and audiovisual support.

- k. Maintains, consolidates, and forwards the unit's historical program.
- l. Maintains, schedules, and coordinates the instructor development program.
- m. Maintains and coordinates instructor teaching material requirements.
- n. Coordinates bulk teaching material requirements.
- o. Maintains, updates, and coordinates the USA NCOA/DSS Reference Library.

29-5. SUPPLY/SUPPORT DIVISION. a. Advises the Commandant and staff on logistical and communication matters within the NCOA/DSS.

- b. Exercises staff supervision and responsibility for logistical support.
- c. Maintains liaison with DEH for the maintenance of buildings and grounds and prepares and submits work requests.
- d. Maintains property accountability for the NCOA/DSS.
- e. Prepares and processes requisitions and turn-in of equipment and issues equipment to divisions on hand receipt.
- f. Maintains hand receipts for the assignment of buildings.
- g. Maintains accountability of communications and audiovisual equipment and supervises communications maintenance program.
- h. Prepares and maintains the USA NCOA/DSS annual budget.
- i. Coordinates requirements for Self-Service Supply Center material.
- j. Updates base level Commercial Equipment Budget.

29-6. HEADQUARTERS COMPANY. a. Commands, controls, and supervises all activities of permanent party personnel pertaining to administration, training, supply, security, and UCMJ.

b. Commands and provides administrative housing and dining for assigned personnel and resident students. Supervises field feeding for BNOC, DSS, and PLDC.

c. Exercises operational control and supervises administrative functions dealing with permanent party personnel.

- d. Supervises morale activities for cadre.
- e. Provides reception and accommodation of visitors.
- f. Prepares, authenticates, and distributes administrative/logistics orders.
- g. Responsible for the maintenance of assigned buildings, vehicles, and equipment.
- h. Responsible for informing assigned personnel of changes in career development and reenlistment policies.

29-7. ANCOG DIVISION. Provides command and control, SIDPERS administration, and military justice for personnel assigned to the NCO/DSS. Coordinates with USAARMS Command and Staff Department regarding training schedules for 19D and 19K.

29-8. BNCOG DIVISION. a. Trains and develops the basic noncommissioned officer to skill level 3 as a weapons system/equipment expert who can supervise and train subordinates to maintain, operate, and employ their weapons/equipment.

b. 19D Branch. Teaches MOS 19D tasks in reconnaissance operations and employment of the TOW/DRAGON weapon system.

c. 19K Branch. Teaches MOS 19K tasks in the deployment of personnel, equipment, and gunnery techniques.

d. CS BNCOG - 63N, 63T, teaches tasks in leadership and counseling in conjunction with MOS specific by Maintenance Department, USAARMS.

29-9. PRIMARY LEADERSHIP DEVELOPMENT COURSE DIVISION. a. Develops leadership skills and techniques in combat support, combat service support, and Combat Arms (CS, CSS, CA) soldiers who are selected by their commanders as having the potential to function in leadership positions.

b. Develops a skilled specialist/NCO (SP4/CPL(P) through SGT) who can train, lead, and supervise subordinates in the execution of assigned duties.

29-10. DRILL SERGEANT SCHOOL. a. Trains a fully competent NCO in the art of trainee/recruit handling and to be capable of administering the BT and OSUT programs.

b. Trains IET company grade officers and senior NCOs in the art of recruit handling and the IET leadership environment.